

Reclaiming a Community Treasure Congress Heights Elementary School

**Community Planning Meeting
July 19 - 20, 2002
Southeast Tennis and Learning Center**

Sponsored by East of the River Community
Development Corporation and the
Congress Heights School Planning Task Force

CONGRESS HEIGHTS ELEMENTARY SCHOOL COMMUNITY PLANNING MEETING

Friday, July 19 – Saturday, July 20, 2002
Southeast Tennis and Learning Center

Meeting Agenda

Friday, 19 July 2002

6:00 - 8:00 pm

Registration	
Greetings from Office of Deputy Mayor Eric Price	
Introductions and Setting the Stage	Retta Gilliam, President, East of the River Community Development Corporation Winifred Freeman and Nate Howard, Task Force

Saturday, 20 July 2002

9:00 – 4:00 pm

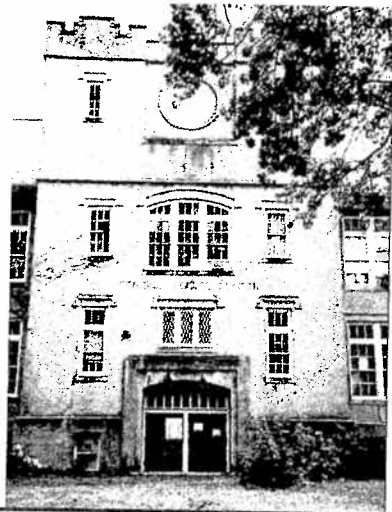
Continental Breakfast	
Greetings and Outline of Project	Retta Gilliam, President, East of the River Community Development Corporation Winifred Freeman and Nate Howard, Task Force
Panel Discussion: Laying Out the Context of the Market and Congress Heights Community	Moderator: Freddie Lewis, Lewis Real Estate Services Panelists: Jair Lynch, Jair Lynch Companies, Guy Martin, Studios Architecture, Mike Butler, Nanjemoy Investment
Panel Discussion: Development Scenario One	Moderator: Bob Pinkard, Cassidy & Pinkard Panelists: Susan Bennett, Washington College of Law, American University,

	Carolinn Kuebler, Studios Architecture, Greg Martinez, Infiniti Construction
Panel Discussion: Development Scenario Two	Moderator: Bob, Pinkard, Cassidy & Pinkard Panelists: Jonathan Weinstein, Jair Lynch Companies, Guy Martin, Studios Architecture, Susan Bennett, Washington College of Law, American University, Greg Martinez, Infiniti Construction
Panel Discussion: Local Models	Moderator: Marie Mann Panelists: Norris Dodson, former Chair, Board of Directors, Thurgood Marshall Center Trust, George Crawford, President, North Capital Neighborhood Development Corporation
Community Dialogue and Adjournment	Retta Gilliam, President, East of the River Community Development Corporation

East of the River Community Development Corporation and the Congress Heights School Planning Task Force gratefully acknowledge the funding support for this project. Support was provided by:

- Enterprise Foundation
- Fannie Mae Foundation
- Local Initiatives Support Corporation, LISC

OLD CONGRESS HEIGHTS ELEMENTARY SCHOOL



PLANNING STUDY PLAYBOOK

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SECTION 1: HISTORY OF CONGRESS HEIGHTS SCHOOL

HISTORY: CONGRESS HEIGHTS ELEMENTARY SCHOOL

The Congress Heights Elementary School was constructed in 1897 to serve the growing population of Congress Heights. It replaced an outdated structure on the same site, the Giesboro School, named after the prominent landowner of the community.

The original building consisted of four classrooms, each with an adjoining cloakroom. The building is situated on a triangular lot bounded by Martin Luther King Jr. Avenue, Alabama Avenue, and Randall Street. The lot is 107,593 square feet and the building is 34,800 square feet.



The building, with its unique architecture and angular lot, is a long-standing landmark in the community. It has a three-story entry bay with a parapet and recessed bays on either side of the central entrance. The original construction cost of the building was \$21,000, and the entire cost including the land was \$43,389.31.

In 1913 through 1914, as the community continued to grow, there was an addition to the original building and a separate auditorium was built. About \$13,000 was appropriated from Congress for the reconstruction project, with the balance of the funding raised from

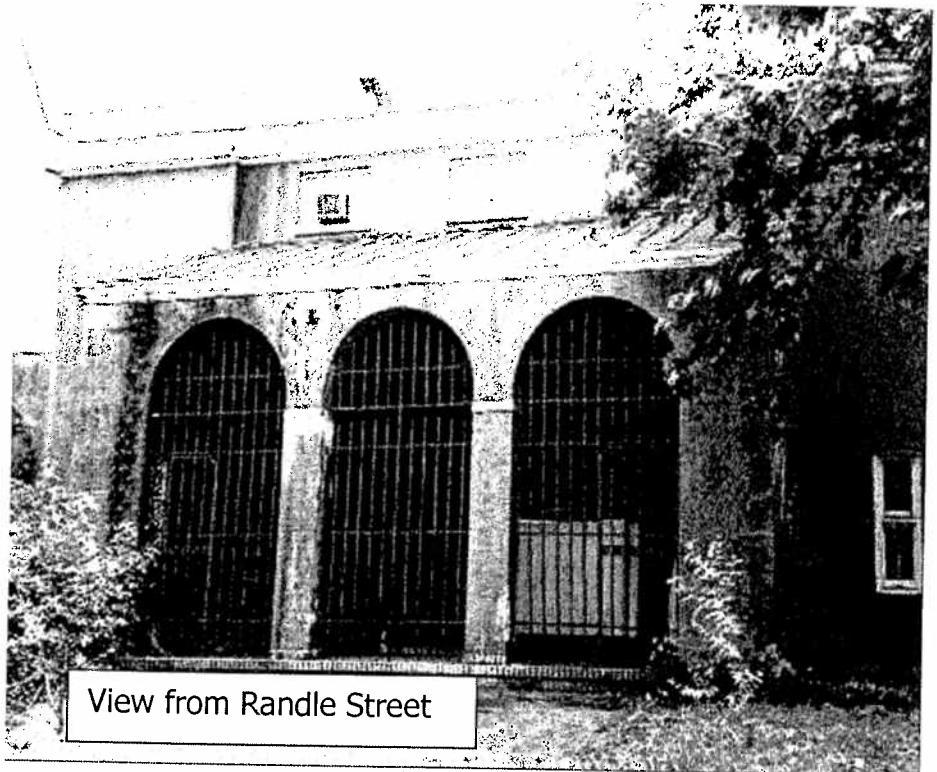
other sources. The construction resulted in the addition of four new classrooms, along with space for domestic science and manual training rooms. Again, the building was renovated in 1927, leaving the building much as it appears today.

After the 1927 renovation, at a total cost of \$145,653.35, the building experienced system problems and was soon severely overcrowded. The Washington Daily News reported in 1942, that because of inadequate water pressure, there were no functioning water fountains. In April 1948, the Washington Post reported that the school had an enrollment of 789 students, but

the capacity was intended to serve 500 students. Younger children in grades 1-3 were forced to attend school part time because of a lack of class space.

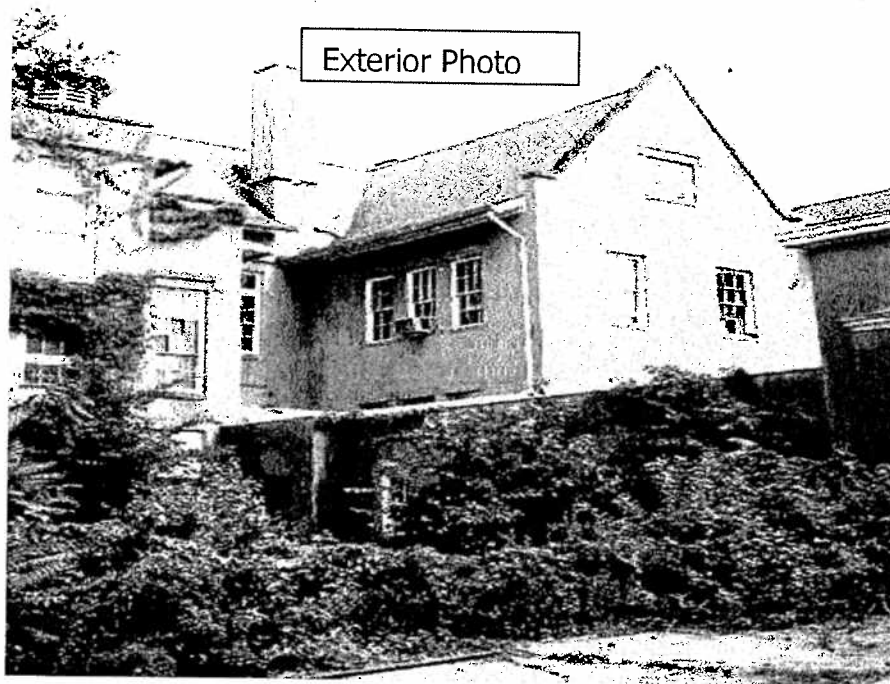
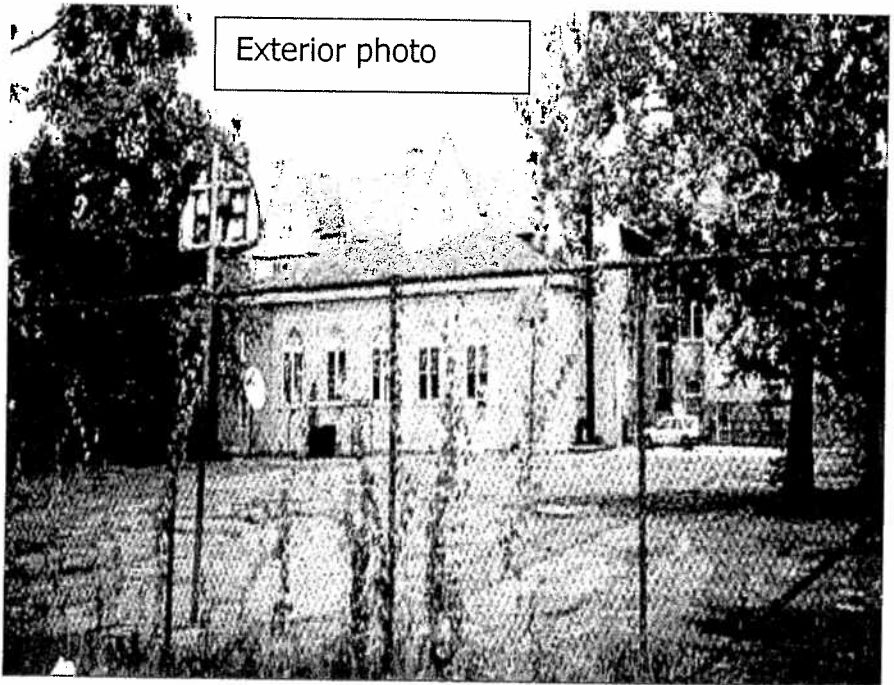
By 1949, again according to the Washington Post, parents were petitioning the superintendent of schools for buses to transport their children to other, less crowded schools.

The school continued in service until 1980 and then was used for administrative purposes, and later the Head Start Program



Center. In August 1996, Judge Kaye K. Christian forced the closure of the school due to fire code violations. In the main building, the Congress Heights Elementary School now includes 16 classrooms on two floors, plus offices and maintenance space on the basement level. The free standing auditorium, currently serves as the sanctuary for Kingdom Christian Center. While structurally sound, the building is severely outmoded and in need of major renovation. It is not accessible for the disabled, has no elevator or air conditioning, and inadequate parking for most modern building needs.

Photos: Congress Heights Elementary School



CHRONOLOGY: CONGRESS HEIGHTS SCHOOL

- Built 1897 on site of old Giesboro School
- Total cost of project: \$43,389.31 (building: \$23,000, land \$20,389.31)
- Lot Size: 107,593 square foot site
- Current gross building area: 34,800 square feet
- Original Interior Floor Plan: four classrooms with adjoining cloakrooms
- Architectural Highlights: 3 story entry bay with castellated parapet with recessed bays on either side of the central entrance
- Building redesigned and new outbuildings constructed in 1913- addition of 4 new classrooms and the auditorium in a separate building, along with domestic science and manual training rooms
- Cost of renovation and new additions \$145,653.35
- Additional construction was completed in 1927, building then contained 16 classrooms, with space for vocational training, administrative and office use and building maintenance areas
- June 1942, the Washington Daily News reported that because of problems with water pressure, the Congress Heights Elementary School did not have functioning water fountains.
- April 1948 Washington Post reported that the school, now with 20 classrooms, had an enrollment of 789 students, but a capacity of only 500. As a result students in grades 1-3 could only attend school part time.
- September 1949, Washington Post reported 1,005 students enrolled at the school and parents petitioned for buses to bus their children to another nearby school.
- In the 1980's the building was used as the Head Start Program Center and as offices for community organizations.
- August 1996, school determined unfit due to fire code violations by DC Superior Court Judge Kaye K. Christian

SECTION 2:

UNDERSTANDING THE MARKET CONTEXT

- *Demographic Profile*
 - *Retail Market*
- *Community Services*

Demographic Trends and Conditions

An understanding of the demographic and related economic characteristics of the Congress Heights target area, Ward 8 and the District of Columbia is crucial to formulating conclusions regarding the demand for retail and other development in the proposed project area. Data analyzed below are from the 2000 Census, with updates from Claritas, Inc., a private national demographic data source, are also analyzed. Data tables outlining the information referred to in this report are attached.

Definition of Study Areas

This section of the report analyzes data for three overlapping geographic areas. Population characteristics for the Congress Heights neighborhood are presented first, to gain an understanding of the characteristics of the existing resident population. The area for which data are provided is comprised of three Census Tracts that closely match the boundaries of the proposed target area. Data are also presented for Ward 8 as a whole and for the District of Columbia.

Overview of the Regional Development Trends

Recent years have seen a tight housing market throughout the national capital area, with new development and gentrification pressures impacting previously underserved, low-income neighborhoods throughout the District of Columbia. This trend has not yet reached as significant a level in Wards 7 and 8 as in other areas of the city. Ward 8 has seen, however, new construction of housing in recent years, including the type of single-family units that are targeted at the higher income groups (though still moderate income households) that can gentrify a neighborhood. Examples of recent and proposed housing development in the area include: Wheeler Creek Estates, Hensen Ridge, and private developments at Oxon Run and Camp Simms.

Commercial development is also being eagerly pursued by city agencies and neighborhood residents striving to provide communities with the retail and service offerings they desire. Increasingly, traditional suburban retailers are considering locating in District neighborhoods. As residential development in many neighborhoods has attracted new residents (renters and home owners), area median incomes have increased and retailers have been more willing to confront their concerns about opening inner-city stores and have sought to meet the new demand.

It is important to recognize, however, that large retailers (and restaurant chains) prefer to localize either on land parcels large enough to accommodate multiple stores or along active commercial corridors, like M Street in Georgetown or U Street in Northwest. The area of land on which the Old Congress Heights Elementary School sits is not large enough to accommodate this type of single shopping center. Neither is that stretch of Martin Luther King Jr. Avenue sufficiently developed – either commercially or with a critical mass of residents or office workers to attract large retailers.

Demographic Trends

Population Growth. The Congress Heights area has been declining in population and number of households over the past decade (see Table 1). Fewer than 8,000 people lived in just under 3,300 households in 2001, down from approximately 9,800 people in 3,800 households in 1990. From 1990 to 2001 the population decline has averaged almost two percent per year and the number of households has declined by an average of almost one and a half percent per year.

These rates exceed the declining population and number of households' rates for Ward 8 over the same period. Ward 8's population declined from approximately 85,300 in 1990 to 73,000 in 2001 (an average annual decline of near one and a half percent). The number of households declined from approximately 28,800 to 26,500 (an average annual decline of less than one percent).

The District of Columbia as a whole experienced a less pronounced decrease in population and a slight increase in the number of households over the same period. The city's population has declined from nearly 607,000 to just over 572,000 (an average annual decline of less than one percent). Population figures for the District reflect a decrease over the first half of the 1990s, with the overall decline offset by a slight increase in recent years. The number of households in the District increased slightly, from 250,000 in 1990, to 252,000 in 2001, an average annual increase of only 0.1 percent.

This population decline in the Congress Heights area, and in Ward 8 as a whole, suggests that the area's competitiveness in attracting retailers and employers has also declined, leaving the remaining residents underserved in both categories.

Household Size and Type. In 2001, the Congress Heights area percentage of family households (61 percent) and average household size (2.44) reflected a population with fewer family households and consequently a smaller average household size than for Ward 8 as a whole (near 70 percent and 2.63, respectively). Compared to the District, however, both Congress Heights and Ward 8 have a significantly higher proportion of family households.

The District, with its many students, singles, one bedroom and studio apartments and unrelated group rentals of larger homes, had fewer than 50 percent family households (49 percent in 1990 and only 47 percent in 2001). The average household size was also lower for the District as a whole (2.26 in 1990 and 2.12 in 2002). The average household size in the Congress Heights, Ward 8 and the District of Columbia as a whole all declined by an average of 0.5 percent per year between 1990 and 2001.

The high percentage of family households in the Congress Heights area reflects the area's character as a residential, settled community.

Senior Head of Household Type. In 1990, 565 of 3,767 households in the Congress Heights neighborhood (or 15 percent of households) were headed by a senior (aged 65 and over). Of these households, nearly one quarter (24.1 percent) were seniors living alone. Most of the remaining seniors headed households in which they lived with their families (73.8 percent). Throughout Ward 8 a slightly higher percentage of senior heads of household lived alone (26.8 percent) and a significantly lower percentage lived with their families (47.6 percent). District-wide, 36.3 percent of senior heads of household lived alone and only 51.7 percent lived in families. Another significant fact gleaned from the 1990 Census is that none of the senior heads of household in the Congress Heights area lived in group quarters, compared to 23.6 percent of such households throughout Ward 8 and 7.8 percent District-wide.

Based on data from Table 12, in 2001 there were 364 senior heads of household in the Congress Heights area. By applying the percentages from 1990 (see Table 13) to the overall number of senior households in 2001, it can be deduced that there were approximately 88 seniors living alone and another 269 heading their family households.

The lack of any senior housing facility in the Congress Heights neighborhood (in 1990) and the significant number of seniors living alone suggests that are frequently dependent on outside providers (outside their homes) for their health and wellness needs. It is important that the community provide access to these senior facilities for Congress Heights' dispersed seniors.

Tenure. A significantly higher percentage of Congress Heights' residents (74 percent in 1990) and Ward 8 residents (81 percent in 1990) rent their homes compared to District of Columbia (61 percent in 1990).

The high percentage of rentals, when considered in conjunction with the high percentage of family households, suggests a need for homeownership opportunities for area families – which may need to be made affordable for the lower-income households most common in the Congress Heights neighborhood. It also suggests that Congress Heights' family households living in rental units lack the space in their homes for such things as entertaining, large gatherings, and for children to play. Community space would help to meet these needs.

Age Distribution. Based on 2001 figures, there is a higher concentration of children in the Congress Heights area (32 percent of the population under age 20) and in Ward 8 (36 percent) than in the District as a whole (24 percent). As a result, the median age in Congress Heights is 32.5 years and in Ward 8' it is only 29.6, compared to 37.5 years for the District (see Table 2). Another contributor to the Congress Heights area's low median age is the relatively low percentage of senior citizens. Only 6.9 percent of the Congress Heights area residents are age 65 or older, compared to 7.2 percent of that population in Ward 8 and nearly 13 percent in the District.

The high concentration of children in the Congress Heights neighborhood is consistent with the high percentage of family households.

Household Incomes. Table 3 shows that the median household income in the Congress Heights area (\$33,796 in 2001), is roughly equivalent to that of Ward 8 (\$33,181) and lower than that of the District as a whole (\$46,968). This difference is clearest when considering the much smaller proportion of households in the Congress Heights area with incomes at the upper end of the economic spectrum. Only 14.9 percent of the Congress Heights area's households have annual incomes greater than \$75,000, compared to the District-wide proportion of 29.7 percent. In Ward 8, 13.2 percent of households have annual incomes greater than \$75,000.

Another way to look at the Congress Heights area is to consider that approximately 70 percent of its households have incomes below the District's median household income.

The current population of Congress Heights (generally speaking) does not have sufficient household income to attract retailers of luxury items. Average household incomes, however could clearly support neighborhood-serving retail.

Senior Householder Incomes. Table 12 shows that among senior heads of household, a significant proportion in each study area have household incomes below \$15,000 per year (37.4 percent of Congress Heights senior households, 41.6 percent of Ward 8 senior households, and 27.4 percent of senior households District-wide). At the other end of the income spectrum, the Congress Heights area has very few senior heads of households with household incomes greater than \$75,000 (only 9.3 percent of senior households, compared to 9.1 percent of such households in Ward 8 and 22.3 percent District-wide).

Generally speaking, senior heads of households currently living in the Congress Heights neighborhood are living in families (or alone) with household incomes at the lower end of the economic spectrum.

Educational Attainment. The overall education level of the Congress Heights' population and Ward 8 is lower than that of the District's population as a whole. The largest discrepancy is in the portion of the population that has attended college (see Table 4). Only 24.7 percent of the Congress Heights' population – less than one in four people aged 25 years and older – had attended any college at all (according to the 1990 Census). By comparison, 29 percent of the comparably aged Ward 8 population and 51.9 percent of all District residents aged 25 and older have attended college. Similarly, a much higher proportion of the Congress Heights area community did not graduate from high school (36.7 percent, versus 38 percent in Ward 8 and 26.9 percent throughout the District).

The relative lack of formal education among Congress Heights residents supports the assertion that the community would benefit from additional training programs designed to enhance workplace readiness.

Occupation of Employed Residents. Table 5 illustrates the occupations of the employed population (over the age of 16) in each geographic area in 1990. The Congress

Heights area had a lower percentage of its employed residents working in a managerial and professional occupation (15.6 percent) than either Ward 8 (17.2 percent) or the District (39.1 percent). Congress Heights' residents are most likely to work in administrative support, sales or service occupations (62.8 percent, versus 61.8 percent in Ward 8 and 48.8 percent for the District).

Housing Trends

Housing Units by Year Built. According to the 1990 Census, 86.2 percent of all housing units in the District of Columbia were built before 1970, including nearly 56 percent built prior to 1950 (see Table 6). Within the Congress Heights area, housing units were also typically built prior to 1970 (nearly 80 percent of homes). In Ward 8, 79 percent of homes were built prior to 1970. A notable consistency between these three areas lies in the percentage of housing units built during the 1980s. District-wide, 5.5 percent of homes were built in the 1980s. In the Congress Heights area, 6.7 percent of its housing units were built during the 1980s and in Ward 8, 8.0 percent.

Housing Units by Tenure and Vacancy. A far greater percentage of housing units in the Congress Heights area are occupied by renters rather than by owners. As shown in Table 7, the 1990 Census identified nearly 74 percent of all occupied housing units in the area as renter-occupied. Similarly 81 percent of occupied units in Ward 8 were renter-occupied. In contrast only 39 percent of the occupied housing stock citywide was rented. Vacancy rates in 1990 were high in Congress Heights compared to DC and even higher in Ward 8. In the District 10.4 percent of the housing units were vacant, in Congress Heights 13.2 percent of the housing units were vacant, and in Ward 8, 16.5 percent of units were vacant.

Housing Units by Number of Units in Structure. According to the 1990 Census, most of the housing structures in the Congress Heights area are multi-family structures (73.6 percent, similar to the 71.1 percent of Ward 8 as a whole). This is substantially different than the distribution of housing structures in District of Columbia (61.9 percent multi-family). Table 8 shows that over 69 percent of housing structures in Congress Heights have between three to 19 units, compared to approximately 60 percent in Ward 8 and only 29 percent in the District

Summary

Congress Heights area households are less affluent than the average District of Columbia household, with median incomes significantly below the District median. Most neighborhood households rent their housing units and live in multi-family structures. The majority of neighborhood residents have not received a higher education degree and unemployment rates are higher than for the District of Columbia as a whole.

Retail Trends and Conditions

An understanding of the retail environment in the Congress Heights study area requires clear data on both the supply and demand of retail goods and services. This study considers the retail offerings of the area bounded by Saint Elizabeth's to the north, South Capitol Street to the west, Atlantic Avenue to the south, and 15th Street to the east. It then considers how the existing mix of retail stores meets the overall needs of Congress Heights residents.

Overview of Existing Retail Supply

The Congress Heights study area, as a residential community, is primarily served by retail offerings along its boundaries. A review of the area indicates clusters of retail at the intersection of South Capitol Street and Atlantic Avenue, at Alabama Avenue and Stanton Road (just outside the boundaries), along Wheeler Road at Mississippi Avenue and at Barnaby Road, and along the length of Martin Luther King, Jr. Avenue. A couple of these clusters are small strip centers, with their own off-street parking, but most of the retail along Martin Luther King, Jr. Avenue is located in ground floor storefronts in residential rowhouses.

The mix of retail product types in each cluster is very similar, usually including a mini-market, a liquor store, a laundromat, a financial services provider (a bank, a check-cashing store, or a tax preparation service), and a barbershop or beauty salon. These product types represent the portion of the retail sector that would be considered *convenience* goods and services, rather than *destination* goods or services. In effect, these are the types of businesses that a resident of Congress Heights would stop by – when convenient – to make small purchases of products that are considered necessities. The Congress Heights area does not provide residents with local opportunities to purchase apparel or larger products – like furniture, clothing, home appliances, etc. – or with a full service supermarket. Congress Heights is not a destination for those intent on purchasing these items.

As shown in Table 13, the Congress Heights area does not possess the type of commercial offerings that are found even nearby at the Good Hope Marketplace – a single community shopping center (approximately 100,000 square feet) anchored by a Safeway supermarket that is roughly 55,000 square feet by itself or at the proposed Camp Simms development (approximately 80,000 square feet anchored by a 55,000 square foot Giant Food Store). By comparison, all of the retail throughout the Congress Heights target area comprises less than 95,000 square feet – or less than the Good Hope Marketplace alone. The lot on which the Old Congress Heights Elementary School sits is not large enough to develop one of these centers. Any retail development on the site should be planned to complement and enhance the surrounding, ground floor storefront retail along Martin Luther King, Jr. Avenue.

Congress Heights Retail Sales

Table 13 identifies the retail stores located throughout the Congress Heights area, separates the types of stores into such categories as personal services, general merchandise, liquor, food, restaurants (food services), hardware, automotive and other retail. For each of these categories, it is possible to estimate the total square footage of retail space and to then apply an average sales per square foot figure to determine the total sales by these retailers. The table below summarizes information from Table 13.

Retail Category	Square Feet	Average Sales / SF	Total Sales
Personal Services	19,800	\$109.23	\$2,162,754
General Merchandise	9,000	\$100.36	\$903,240
Liquor	13,500	\$217.26	\$2,933,010
Food	19,200	\$311.72	\$5,985,024
Food Services	13,400	\$182.61	\$2,446,974
Hardware	1,000	\$111.39	\$111,390
Automotive	5,000	\$136.31	\$681,550
Other Retail	1,200	\$143.18	\$171,816
	93,500		\$15,395,758

Overview of Retail Spending

The U.S. Census collected information on the spending habits of Americans on selected product categories. Tables 11 and 12 present this information for the Congress Heights area, for Ward 8 as a whole, and for the District of Columbia. By comparing the amounts spent by Congress Heights residents in various product categories to the total sales in those categories within the boundaries of the Congress Heights area, it is possible to identify (and quantify) the amount of spending by residents that is leaving the community.

Expenditures by Selected Product Categories.

According to 2000 Census data updated by Claritas, Congress Heights area residents and Ward 8 spent significantly below the US Index and less than residents in the District as a whole on almost all selected product categories. This is consistent with the lower average incomes in the Congress Heights community. Despite spending below the national average, however, Congress Heights residents spend millions of dollars each year on a wide variety of products.

Personal care products and services were the only category in which the Congress Heights area was close to the US Index (see Table 11). With the exception of lawn and garden supplies, the remaining categories of resident spending in the Congress Heights area were between 47 and 80 percent of the national average. The lowest Index rates are in the home improvement categories. This is partly due to the low homeownership rates and high number of renters in the Congress Heights area. Another, larger difference is the relatively low spending on transportation, perhaps reflecting a high percentage of public transportation users and buyers of used, rather than new cars.

According to the data in Table 11, Congress Heights residents spent the following amounts in selected product categories.

Product Category	Congress Heights Expenditures
Food	\$11,936,000
Food Services (Restaurants)	\$9,174,000
Liquor	\$3,371,000
Personal Care (Products & Services)	\$2,479,000
Apparel	\$6,707,000

Expenditures by Selected Store Type.

The Census also asked residents to identify the amount of their spending by selected store type. This information, in Table 12, is similar to that in the previous table, but separates spending into different categories. As with the analysis of spending by product category, Table 12 shows that the stores where resident spending was well below average were home and gardens stores, hardware stores, home centers, home furnishings and furniture/appliance stores. This is consistent with high percentage of residents renting their homes and living in smaller apartment units – they are less likely to make major renovations or need to care for their yards.

Store Type	Congress Heights Expenditures
Hardware and Home Improvement	\$2,112,000
Food	\$13,326,000
Food Services	\$7,441,000
Health & Personal Care	\$3,122,000

Basic Retail Gap Analysis

The lessons of this retail sales analysis are twofold; Congress Heights has little or no retail in several important categories – including sit-down restaurants – and has all it needs in categories that are less associated with job creation and economic development. The table below compares some of the figures described above.

Category	Congress Heights Sales	Congress Heights Spending	Gap	Sales/SF	Additional SF Supportable
Personal Services	\$2,162,754	\$2,479,000	\$300,000	\$109	2,746
Food	\$5,985,024	\$12,000,000	\$6,000,000	\$312	19,248
Liquor	\$2,933,010	\$3,371,000	\$450,000	\$217	2,071
Apparel	\$0	\$6,707,000	\$6,707,000	\$201	33,340

Market Rent Analysis

When considering the appropriate tenant mix for the proposed re-use of the Old Congress Heights Elementary School, it is important to consider the rental revenue that can be generated by different tenants. Rents for retailers had a wide range, based on location and the quality of the space. An initial survey of the area indicated rents ranging from \$15 per square foot up to \$32 per square foot and required lease terms ranging from three to 10 years.

Rents paid in the area by non-profit tenants also varied, and tenants were required to pay their own utilities above the rent costs. Rents ranged from \$6 per square foot to \$20 per square foot for such tenants as daycare centers and training programs. Additional data is still being gathered to supplement this initial research.

Community Services

Previous planning initiatives conducted in the Congress Heights neighborhood have indicated significant community desire to see additional services provided for Congress Heights residents. In particular, the Cluster 39 SNAP plan prepared by the DC Office of Planning and the Old Congress Heights school re-use planning process both proposed the adaptive re-use of the school property to house such programs as job training, health and wellness for seniors, and educational services for youth and adults.

Over the past few years, several projects have been developed with the intention of helping to provide space to organizations offering these services in Congress Heights – including the Southeast Tennis and Learning Center, the Town Hall Education Arts & Recreation Center, and the Congress Heights Senior Wellness Center. In planning for the re-use of the Old Congress Heights School, it is important to consider these new offerings and others throughout Congress Heights and whether they have fully met the demand for services among Congress Heights residents.

Nature of Service Providers

As shown in the table at the end of this section, there are several locations throughout Congress Heights providing services to residents. Most are run by smaller organizations with limited capacity and are targeted toward small subsets of the population.

Training Programs. Providers like Lydia's House, the Southeast Tennis and Learning Center, and the Good Samaritan Foundation (just outside Congress Heights), offer employment or computer training for teenagers, but none specifically target the many adults in Congress Heights without college degrees. There remains a significant need for training and placement programs targeting jobs providing a living wage for adults interested in obtaining new work skills.

Senior Health and Wellness. Seniors in the area – if they are mobile or live in a community with its own senior center – have some new options to choose from when looking for health care and wellness programs. These include Congress Heights Senior Wellness Center and the senior center at Wheeler Creek Estates. In addition to these new facilities, a visual survey of Congress Heights also identified a senior nutrition center operated by Rehobeth Baptist Church and programs as the Pete E. Green Center.

Children's Care. Childcare services, including both housing for special needs children and early childhood services, are also located throughout the community. Area churches offer many of the daytime childcare services. After-school and summer programs for school-aged youth are offered at Congress Heights' schools and recreation centers. Most recreation centers in the area offer both sports programs and club opportunities for children.

Training

- **Good Samaritan Foundation** (2400 Block MLK Ave.) - Student Training Opportunity Program offers college tours, tutoring, summer internships, resume writing, job training, and employment programs. (Geared towards current high school students or recent high school graduates).
- **Lydia's House** - 202.563.7629 Computer training (4101 MLK Ave. SE)

Health Care

- **Public Benefit Corporation: Congress Heights Community Health Clinic** (3720 MLK Blvd. SE, #279.1800)
- **DC Chartered Family Health Center** (3850 South Capital Street SE)
- **Georgetown Community Mobile Pediatrics Van** (4319 Atlantic Street SE)
- **Adult Medical Clinic** (Hadley & MLK, #563.1300)
- **Hadley Hospital** (4601 M L King Jr. Ave., SE)

Senior Care and Wellness

- **Rehobeth Baptist Senior Nutrition Center** (621 Alabama Ave. SE #561.1111)
- **Congress Heights Senior Wellness Center** (3500 Block of MLK Ave.)
- **Wheeler Creek Senior Center** (900 Varney Street #562.0291)
- **Pete E. Green Center** (2907 MLK Ave. #562.3800) - A senior center that offers weekly activities and meetings.

Children's Care

- **National Children's Center Inc.** (3400 MLK Jr Ave., #279.4900) - Housing for children w/ special needs
- **Covenant Early Childhood Center** (3845 S. Capital St, SW, # 562.2018)
- **Rehobeth Baptist Church Children's Center** (621 Alabama Ave., #561.5286)
- **Savannah New Image Child Development Center** (20011 Savannah St #889.3642) - 6 months to 12year olds, Before and after school daycare center, & all day summer camp programs

DC Public Schools

(In Congress Heights)

- Ballou Senior High School (3401 4th St., S.E. 20032-5499)
- Ballou STAY Senior High School (3401 4th St., S.E. 20032-5499)
- Hart Middle School (604 Mississippi Ave SE 20032-3899)
- Green Elementary (1500 Mississippi Avenue, S.E. 20032-4430)
- King Elementary School (3200 6th Street, S.E. 20032-4100)
- Malcolm X Elementary School (1351 Alabama Ave, SE 20032-5047)
- Mc Gogney Elementary School (3400 Wheeler Road, SE 20032-4197)
- Patterson Elementary School (4399 S. Capital Terrace, SE 20032-2249)
- Simon Elementary School (401 Mississippi Ave, SE 20032-5440)
- Terrell, M.C. Elementary School (301 Wheeler Road, SE 20032-4197)

(Near Congress Heights)

- Patricia R. Harris Education Center (4600 Livingston Rd., S.E.)**
- Draper Elementary School (908 Wahler Place, SE 20032-4098)**
- Ferebee-hope Elementary School (3999 8th Street, S.E. 20032-3743)**
- Hendley Elementary School (425 Chesapeake Street, S.E. 20032-3699)**
- Leckie Elementary School (4200 MLK Ave SE 20032-1389)**

Recreation Center & Outdoor Facilities

- **Congress Heights Recreation Center (Randle Street and Alabama Avenue, SE)** - Community Based Recreation Center - After-School Tutoring, Basketball Court (lighted), Book Club, Multi-Purpose Room (small), Pee Wee Club, Picnic Area, Playground (medium), Pom-Pom, Soccer Field, Softball Field, T-Ball, Tackle Football, Teen Club, Tennis Courts (lighted), Urban Camps
- **Ferebee Hope Recreation Center and Swimming Pool (8th & Yuma Street, SE)** - School Based Recreation Center - Aqua Aerobics, Arts & Crafts, Basketball Court (lighted), Football Field (lighted), Handball court, Little League, Multi-Purpose Room (large), Playground, Racquetball court, Skating rink, Soccer Field, Softball Field (lighted), Swimming (indoor), Teen Clubs, Tennis Court, Volleyball Court, Weight Room, Urban Camps
- **Hart Recreation Center (601 Mississippi Avenue, SE)** - School Based Recreation Center - Aerobics, Basketball Court, Cheerleading, Computer Lab, Gymnasium, Little League, Multi-Purpose Rooms (3), Picnic area, Playground (large), Swimming Pool, Teen Club, Tennis Court, Urban Camps
- **Southeast Tennis & Learning Center (701 Mississippi Avenue, SE)** - Classrooms, Computer Lab, Fitness Room, Locker Room, Multi-Media Room, Multipurpose Room, Playground, Tennis Courts (lighted), Tennis Pro Shop
- **Malcolm X Day Care Center (701 Mississippi Avenue, SE)** - Head Start.

Community centers

- **Wheeler Creek Community Center** - 202.574.1508 (1130 Varney Street)
- **Pete E. Green Center** - 202.562.3800 (2907 MLK Ave.) - Part of the DC Emergency Fund, offers help with rent, utilities, food, & clothing.

Libraries

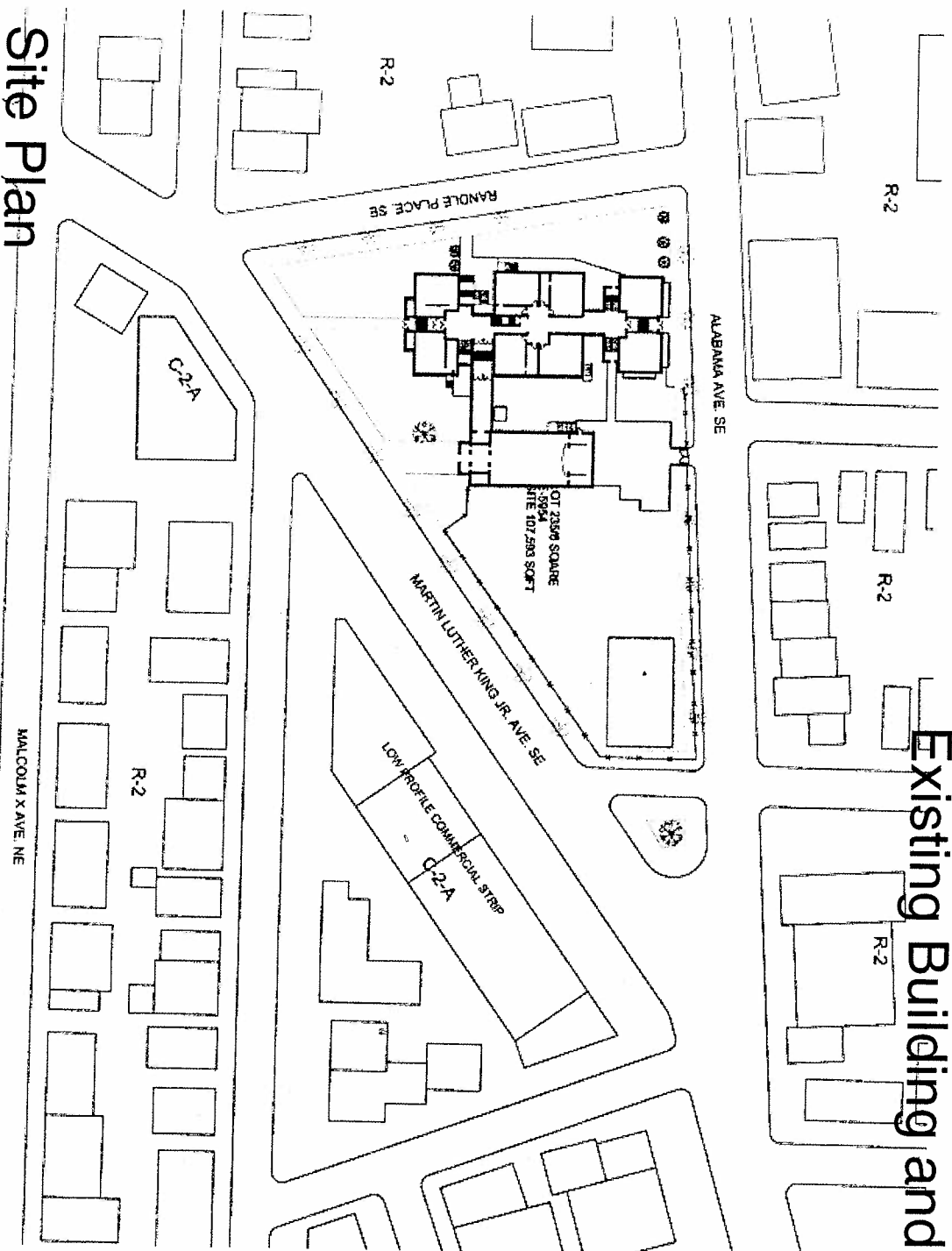
- **Washington Highlands** (115 Atlantic Street SE)
- **Parklands-Turner Community Library** (1600 Alabama Avenue SE)

Government Services

- Station 25 (3203 M L King Ave, NW)
- Station 3 (101 Atlantic Street, SE)
- Ward 8 Council Member: Sandra Allen 202.724.8045
- Ward 8 Board of Education Member: William Lockridge 202.442.4289
- South Capital Court Services DC (3850 S. Capital)
- No Post Office in area

Congress Heights School

Existing Building and Site



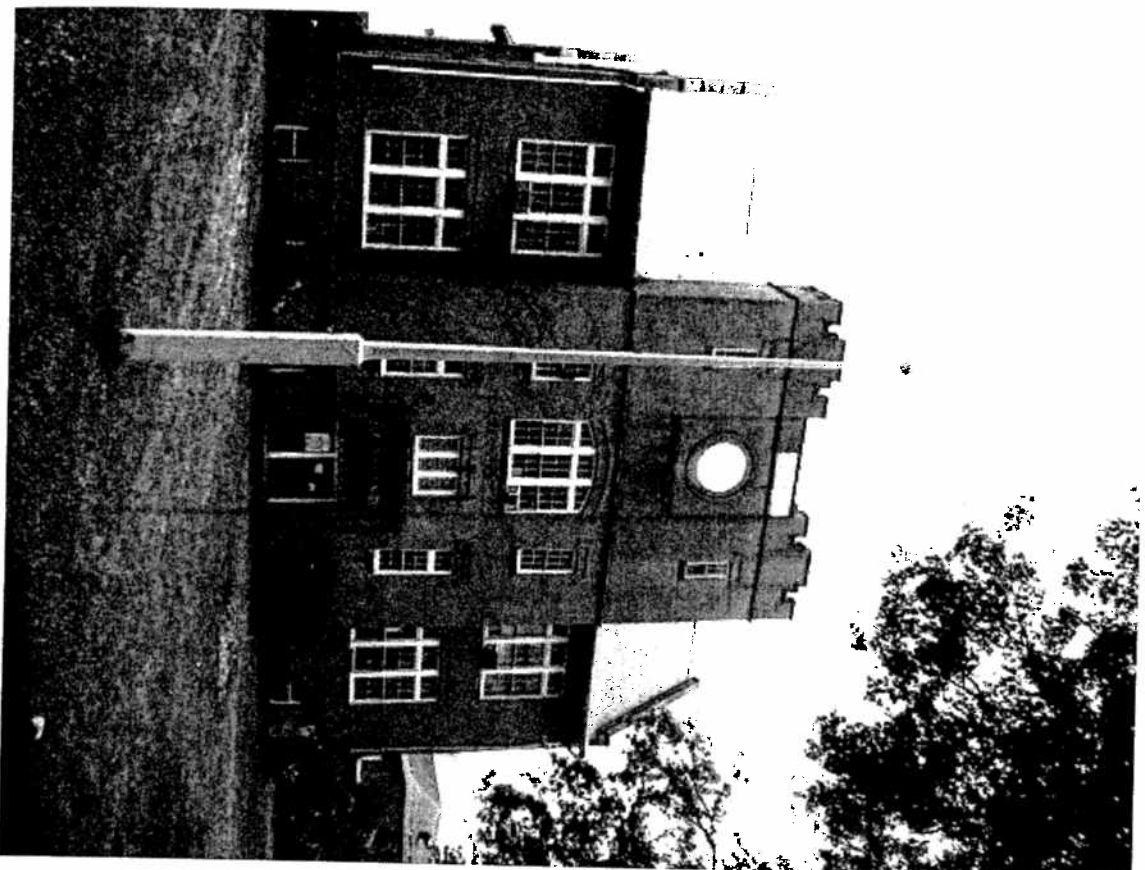
Site Plan

Congress Heights School

Existing Building and Site

Neighborhood School House

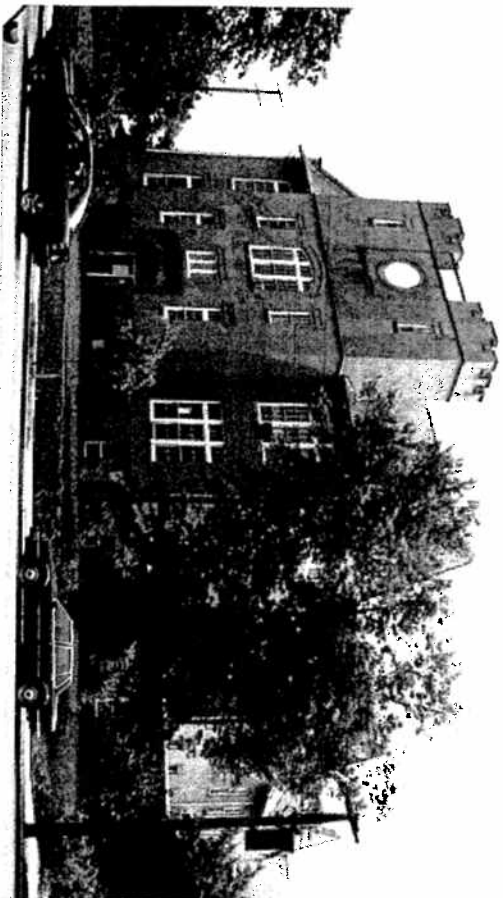
Built	1896
Renovate	1927
Closed	1980



View from Martin Luther King Jr.. Avenue S.E.

Congress Heights School

Existing Building and Site



48,000 Square Feet

2 Stories with English Basement

Concrete and Brick Construction

Stucco Elizabethan Style Façade

Large wood framed window with transom

Slate Roof

Boiler Heating System.



Congress Heights School

Current Zoning

R-2

Detached and Semi Detached
Single Family House
Building Height Limit – 40'-0"
3 Stories²
FAR – None
Lot Coverage – 40 %
Church or Public School 60 %
Rear Yard Setback – 20'
Parking – required for use type

Uses

Single Family Residence
Youth Residential Care Home
School / Training Facility

Proposed Zoning

C-2-A

Community Business District
Building Height Limit – 50'-0"
FAR – 1.5
Lot Coverage – 60 %
Rear Yard Setback – 15'-0"
Parking – required for use type

Uses

Any use permitted in R-2
Housing
Personal Service Business
Entertainment Business
Community Service Business
Community Residence Facility

Congress Heights School

Renovation

Historic Significance

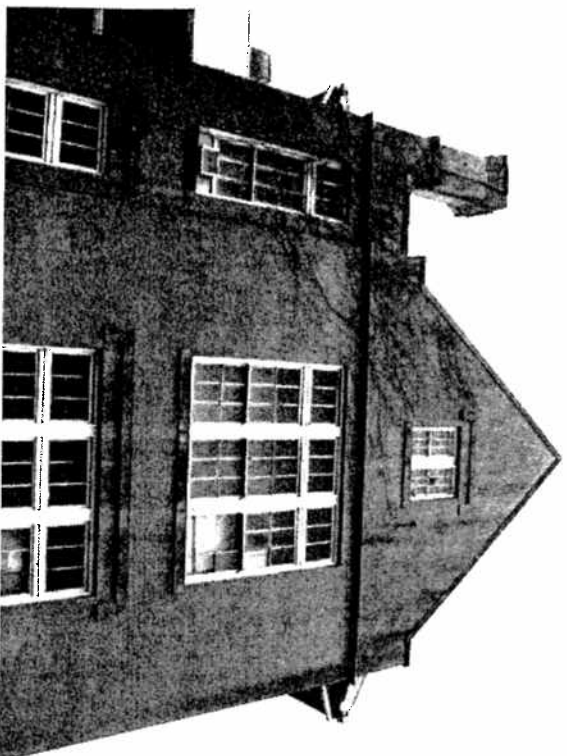
Zoning Amendment

Environmental Protection

Engineering Upgrade

Architectural Upgrade

Regulatory Upgrade

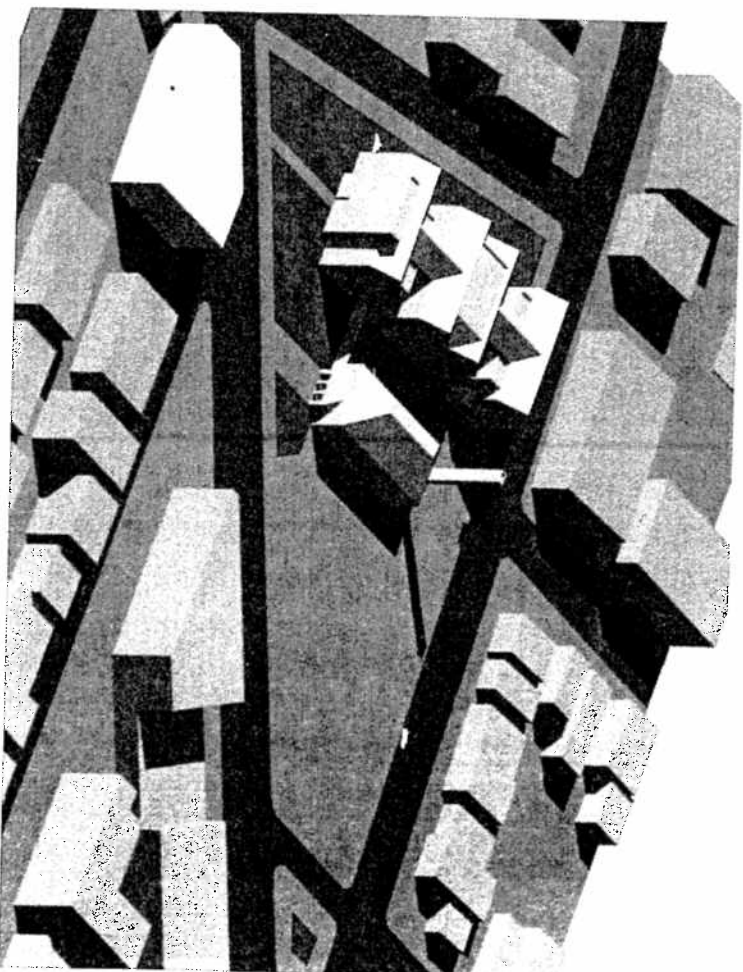
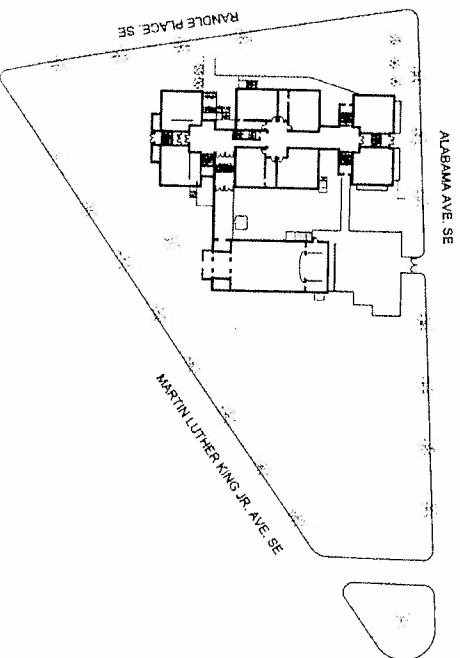


Congress Heights School

Scheme - 1

Renovation of existing building only

- Revitalize presently abandoned site
- Keep open green space
- Total Area - 48,000 Square Feet

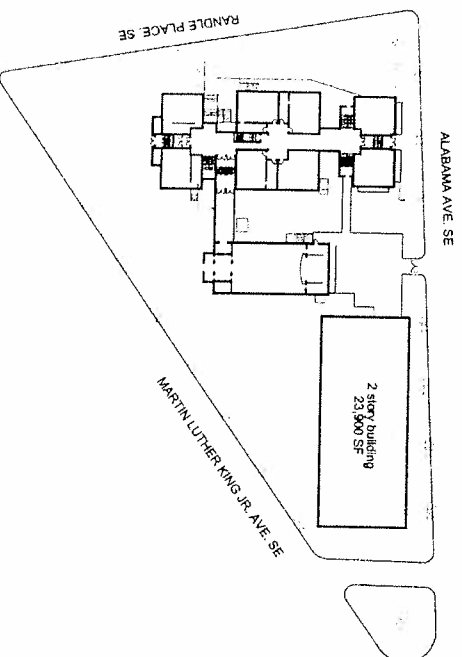


Congress Heights School

Scheme - 2

Renovation of existing building & addition of new building

- Revitalize presently abandoned site
- Keep open green space
- Provide 2 story low profile Mixed - Use community commercial space
- Total Area - 71,900 Square Feet
- Parking required

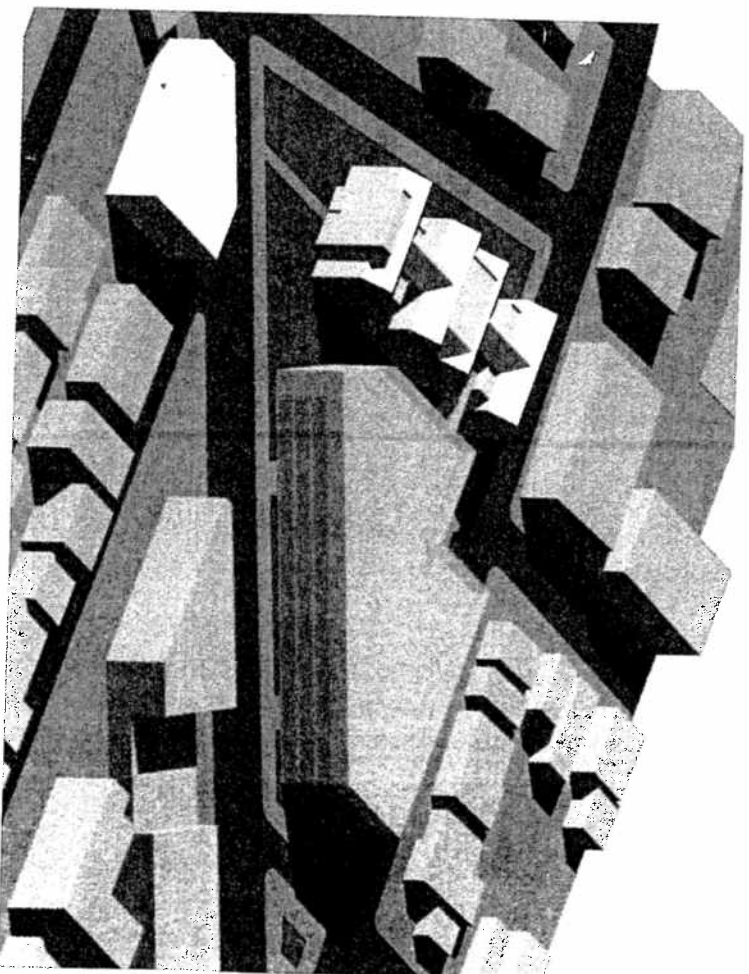
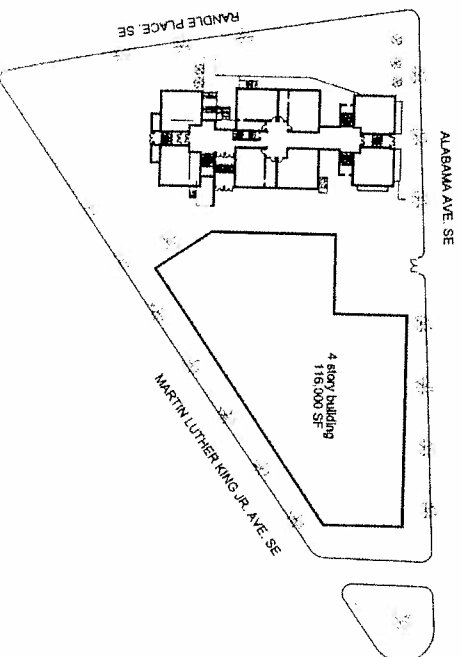


Congress Heights School

Scheme - 3

Renovation / modification of existing building & addition of new building

- Revitalize presently abandoned site
- Keep 40% green space
- Maximize use of site with 4 story community commercial space
- Total Area - 159,300 Square Feet
- Parking required



SECTION 4: REAL ESTATE DEVELOPMENT AND FINANCING CHALLENGES

Old Congress Heights School

DEVELOPMENT CYCLE

Predevelopment

Construction

Leasing

DEVELOPMENT CYCLE

PRE-DEVELOPMENT

- Concept Development
- Cost Estimates
- Project Financing
- Operating Expense Budget
- Revenue Sources (Rental Rates)

DEVELOPMENT CYCLE

CONSTRUCTION

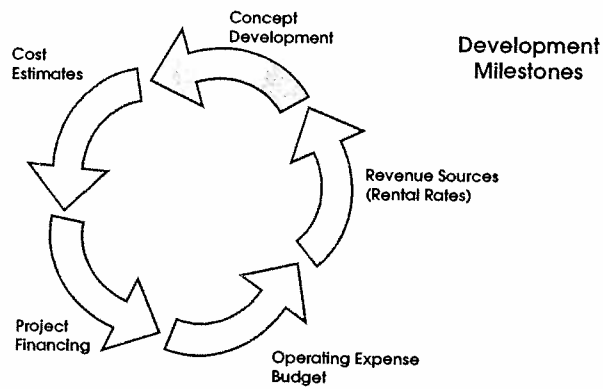
- Schematic Design
- Design Development
- Construction Documents
- Permits
- Bidding
- Construction
- Inspections
- Building Delivery

DEVELOPMENT CYCLE

LEASING

- Marketing
- Lease Negotiation
- Tenant Build-Out
- Delivery of Tenant Space

PRE-DEVELOPMENT CYCLE



DEVELOPMENT ANALYSIS

- **Development Budget** (Construction Costs, Soft Costs, etc.)
- **Operating Budget**
- **Financing**
- **Capitalization** (Services and Uses)

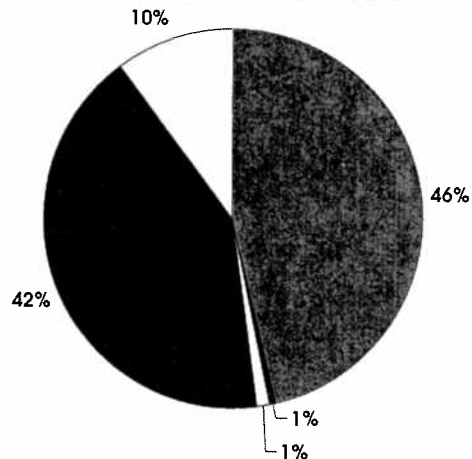
SIMPLIFIED DEVELOPMENT BUDGET

Building Size (Square Feet)	35,000
	<u>Budget</u>
Acquisition (Assumes Nominal Annual Ground Lease)	\$ 10,000
Total Base Building Hard Costs	\$2,200,000
Total Tenant Leasing Costs	\$ 30,000
Total Soft Costs	\$ 300,000
Total Legal & Loan Expenses	\$ <u>90,000</u>
Subtotal	\$3,430,000
Carry Expenses – Interest, Taxes, Administration	\$ <u>320,000</u>
TOTAL DEVELOPMENT COST	\$3,750,000
	\$107/ft

SIMPLIFIED OPERATING BUDGET

Building Size (Square Feet)	35,000	
	<u>TOTAL</u>	<u>PER SF</u>
Net Income	\$595,150	\$17.00
Total Operating Expenses	(\$275,000)	(\$ 7.86)
NET OPERATING INCOME	\$320,150	\$ 9.14
Non Operating Expenses	(\$ 3,000)	(\$.09)
Capital Expenditures	(\$ 7,000)	(\$.20)
Cash Flow Before Debt Service	\$310,150	\$ 8.85
Debt Service (Interest, Principal)	(\$248,120)	(\$ 7.10)
NET CASH FLOW	\$ 62,030	\$ 1.76
Generally Required Debt Coverage Ratio	1.25	

SIMPLIFIED OPERATING BUDGET



■ Total Operating Expenses ■ Non Operating Expenses □ Capital Expenditures
 ■ Debt Service □ Net Cash Flow

DEBT SERVICE CALCULATIONS

Annual Debt Service	\$248,120
Interest Rate	7.10%
Amortization	30 years
Deemed Principal Amount	<u>\$3,046,114</u>

SERVICES AND USES

Total Development Uses \$3,750,000

Capital Sources

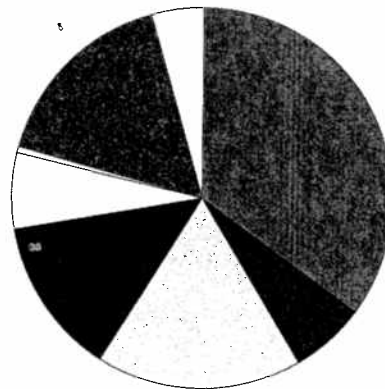
Debt Proceeds \$3,046,114

Equity/Grants 703,886

\$3,750,000

Return on Equity $\$62,030 / \$703,886 = 8.8\%$
(Net Cash Flow/Equity)

DETAILED OPERATING BUDGET



■ Maintenance Contracts (35%)

□ Utilities (17%)

□ Management Fees (7%)

■ Real Estate Taxes (16%)

■ Repair Contingencies (7%)

■ Manager & Maintenance Salaries (13%)

□ Administrative (1%)

□ Insurance (4%)

TENANCY ISSUES

	Retail		Office		Community Uses	
	<u>Pros</u>	<u>Cons</u>	<u>Pros</u>	<u>Cons</u>	<u>Pros</u>	<u>Cons</u>
Operational	Triple Net Leases	Security Window Cleaning Extended daily and weekend hours	Limited hours	Janitorial Base Year expenses	Neighborhood Amenity	Liability Cleaning Noise Security Extended daily and weekend hours
Physical	Narrow and deep spaces	Store expenses Signage Upper floors not desirable Parking	Full use of upper floors	Restrooms HVAC Requirement	Fewer large spaces	Additional HVAC Higher ceiling heights Restrooms

SECTION 5: LEGAL CONSIDERATIONS FOR COMMUNITY INVOLVEMENT

CONGRESS HEIGHTS SCHOOL RECLAMATION

Means of
Community
Ownership
and
Involvement

Potential Legal
Structures



Means of Community Ownership and Involvement

- ◆ There are potentially LIMITLESS forms that this Project may take. The limitless forms mean many possibilities for the community to become involved
 - ◆ As directors;
 - ◆ As advisors;
 - ◆ As investors;
 - ◆ As owners

Means of Community Ownership and Involvement

The legal structure of the entity chosen can facilitate ownership of and/or involvement in the Project by the community. Entities that may be considered for the redevelopment of Old Congress Heights School include:

- A Limited Liability Company
- A Cooperative
- A Real Estate Trust
- A Nonprofit corporation
- A combination of different forms.

Means of Community Ownership and Involvement – Limited Liability Company LLC

- ◆ An LLC can sell membership interests to the residents of the community.
 - The model of an LLC with partial ownership by community entities and residents serves the interests of both equity providers and the community.

A limited Partnership may be considered as an alternative to an LLC

Means of Community Ownership and Involvement - Cooperative

- | | |
|--|--|
| <ul style="list-style-type: none">◆ Standard cooperative<ul style="list-style-type: none">■ A corporation can hold title to the development² and sell a portion of shares to community residents. | <ul style="list-style-type: none">◆ Leasing cooperative<ul style="list-style-type: none">■ Community residents can enter into a long-term lease, possibly with an option to buy, with investors who can retain ownership of the development. |
|--|--|

Means of Community Ownership and Involvement - Real Estate Trust

- ◆ A portion of the income from the development, including the value of the real estate and/or revenues from the businesses located therein, would be recaptured by the community.
- ◆ A trust created for such funds would be governed by a Board of Trustees with certain community groups or perhaps the community as beneficiaries.

Means of Community Ownership and Involvement - Nonprofit Corporation

- ◆ A nonprofit corporation may be formed to hold property.
 - Although dividends and profits may not be distributed to the members of a nonprofit corporation, it may have one or more classes of members who can share in the decision-making process.

Means of Community Ownership and Involvement

Advisory Committee/Board of Directors Position

- ◆ A community Advisory Committee may be formed to function from the inception of the Project.
- ◆ Community involvement at the level of the Board of Directors may also safeguard residents' interests.

Means of Community Ownership and Involvement

Providing a Yearly Dividend to Residents

- ◆ A matching program that provides annual dividends either to residents who shop at or use the facilities of the development or to those residents who purchase shares in the LLC may be implemented.